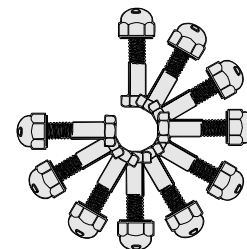




NUTS & BOLTS

THE ISM AND SSF PROGRAMS



What's Nuts & Bolts?

NUTS & BOLTS is an unofficial multi-MACOM publication about the **Integrated Sustainment Maintenance (ISM)** and **Single Stock Fund (SSF)** programs. Its purpose is to enhance awareness of on-going activities in these two major logistics business process improvements.

(Local duplication of this publication is authorized)

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SINGLE STOCK FUND General Officer Steering Committee

The Single Stock Fund (SSF) General Officer Steering Committee (GOSC) convened on 5 May 1997, with LTG Dennis Benchhoff, AMC DCG, as Chair. The purpose of the GOSC was to review the recommendations of the SSF Corporate Board (CB) for six key areas of the SSF business process; and to resolve one critical issue that the CB had been unable to resolve.



COL Patrick Button, Chairman, SSF Corporate Board, presented a program update briefing, specifically focusing on actions since the previous SSF GOSC in 3 December 1996. Discussion focused on the financial impacts of the program (specifically, point of sale and SSF reimbursements); CCSS asset management and financial data updates (and the audit ability of the means accomplished); and the capability of and SSF process to adapt to wartime requirements.

LTG Benchhoff explained that the decisions of the GOSC would go next to the DA DCSLOG. Opening the decision/recommendation portion of the meeting, he indicated that if any of the GOSC members took particular exception to an issue, they could raise the issue through command channels to the DA DCSLOG. The GOSC reached conclusion regarding obligation authority (OA) flow and concurred with the recommendations of the Corporate Board in the other six areas. There were unanimous votes in several areas. The following is a synopsis of the issues and the associated key points:

- a. **Systems Synchronization.** How to effectively and efficiently access, pass and synchronize financial and inventory data from the installation level to the national level?

(see *SSF GOSC* on page 3)

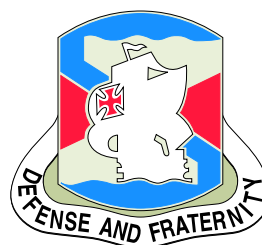


SOUND ATTENTION!



This issue's highlights...

- The SSF and ISM Corporate Boards held meetings in April and May, respectively. See *ISM and SSF Corporate Boards Meet*.
- See the cover story *SSF General Officer Steering Committee* and the key decisions made during this forum.
- Packaging information is provided in two articles: *Use the FEDLOG* and *Item Packaging Data in the FEDLOG* by AMC LOGSA PSSC.
- The Army Reserve provides an update to their participation in ISM in the article *Office of the Chief, Army Reserve*.
- *ISM Cost Savings Primer* discusses the methodology and historical basis for capturing ISM cost savings.
- *EMIS and the IMMC: A View From The Field* highlights how Fort Knox DOL uses this management tool.
- The National Sustainment Maintenance Management Office provides a series of articles in *News From the NSMM* that cover some significant actions in the ISM community including Prairie Warrior 97 and Velocity Management packaging initiative and National Level work.
- A number of General Officer changes have occurred recently in MACOMs that are involved in ISM and SSF. *General Officer Transitions* provides an updated who's who.
- A series of articles provide information concerning TMDE guidance and Electronics and Circuit Card Assembly repair.
- *SSF Distribution and Logic Table Development* provides a report out by this work group.



(SSF GOSC from page 1)

Decision: *Unanimous vote of agreement with the Corporate Board to pass data via file updates, pending the concurrence of audit ability by the Army Audit Agency.*

b. **Joint Distribution and Logic Tables.**

How to synchronize and integrate the distribution logic tables in and between SARSS-O, the SARSS Gateway, and CCSS?

Decision: *Unanimous vote of agreement with the Corporate Board to have the Asset Management Inter-MACOM Workgroup (IMWG) review and recommend joint distribution and logic tables for SSF.*

c. **Second Destination Transportation (SDT).** This issue dealt with the development of a clear policy for SDT under SSF. The GOSC expanded the discussion to include packaging, crating and handling.

Decision: *Unanimous vote of agreement with the Corporate Board that O&M to O&M referrals will be paid by O&M; and AWCF-SMA to AWCF-SMA referrals will be paid by AWCF-SMA. Must ensure that O&M resources are transferred from installations to customer accounts to reimburse for packaging, crating and handling.*

d. **SSF Reimbursements.** This issue dealt with a clear policy for reimbursement of O&M costs.

Decision: *Majority voted to support the Corporate Board decision to reimburse for ISM maintenance, but not to reimburse for AWCF-SMA supply operations at the installations.*

e. **AWCF-SMA Funds Management.** How to formulate an overall policy on point of sale and method of funding requisitions passed from the installations to CCSS.

Decision: *Majority voted to support the Corporate Board decision to pass non-reimbursable requisitions (i.e., inter-depot transfers) from the SARSS-O Gateway forward.*

f. **Credit Policy.** Should the Army have a variable or more stabilized credit rate for SSF?

Decision: *Unanimous vote to support the Corporate Board decision to move to a global stabilized rate, one for serviceable and another for unserviceable items. However, several MACOMS wanted the flexibility to consider rates broken out by MATCAT (a proposal briefed by AMC.)*

g. **OA Flow.** How to achieve an effective and efficient obligation authority flow and fund distribution under SSF?

Decision: *Majority voted to have a SSF for Army-managed items only, and retain a retail stock fund for non-Army managed items, with OA flowing from DA to the MACOMs (COA I). AMC proposed, without objection, that the OA for Army-managed items for ISM work flow through the Regional Sustainment Maintenance Managers (RSMM).*

In closing the meeting, LTG Benchhoff directed that the PMO SSF prepare a memo to the DA DCSLOG that reflected the outcome of the GOSC, talk to the nature of the GOSC decision and recommendations, and advise that the process as developed may not generate the savings that the Army had previously envisioned. He indicated that as the implementation details are developed, the PMO SSF will continue to address both cost impacts and wartime implications. □

More Single Stock Fund Articles
Follow on Page 20.

ISM and SSF Corporate Boards Meet

ISM CORPORATE BOARD

The ISM Corporate Board met on 28-29 May 1997 at the Westin Airport hotel, Atlanta, Georgia and was hosted by FORSCOM. COL Patrick Button, Corporate Board Chairman, welcomed the standing board members, non-voting members and other participants. Numerous briefings were conducted which provided updates to past issues, status of ISM related activities, and information for Corporate Board decision.

In the day-and-a-half session the Board:

- Reviewed issues from the previous Corporate Board (see memorandum, AMCLG-M, 15 April 1997, Subject: Integrated Sustainment Maintenance Corporate Board, for specific issues).
- Approved the continuation of the Supply and Maintenance Decision Support Tools Interface IMWG, chaired by FORSCOM. The membership is to be expanded to include the Reserve Component, continue to focus on short-term solutions, and develop a regional RO concept and a set of performance metrics.
- Directed the relook of USAREUR's BOSSE MIS to determine if there is any utility of imbedded decision support tools and potential EMIS applications.
- Agreed to continue to develop procedures for "franchising" (establishing) a LSMM and follow on support to include formal follow-up procedures after fielding
- Concurred with the proposed ARNG AVCRAADS ISM role which will be incorporated into the ISM Implementation Plan and an AVCRAAD fielding schedule will be developed.
- Established an IMWG to develop a COA II to COA I transition plan (AMC management of RSMMs) and generic template that is linked to SSF milestones.



- Will issue initial guidance for a uniform COE reimbursable rate to be followed up by a HQDA ODCSLOG (DALO-RMI) developed policy.

- In addition, the Board tasked twelve additional issues for follow-on actions by various Corporate Board members.

The ISM Implementation Team published the minutes of the meeting on 5 June 1997. This comprehensive packet recaps the agenda and contains copies of select briefing charts, a roster of attendees and a summary of the suspense items. To obtain a copy, contact the AMC ISM Implementation Team at DSN 767-3270 or by E-mail: bkoedding@hqamc.army.mil. The next ISM Corporate Board will be hosted by the ARNG 9-10 September 1997. □

SSF CORPORATE BOARD

COL Button opened the meeting by advising that the financial community would not be joining the meeting until 3 April, due to a conflict with a DA ODCSLOG meeting on FORSCOM credits. After brief administrative announcements and introductions, COL Button reviewed changes to the agenda to accommodate the absence of representatives from HQDA ODCSLOG Resource Management (DALO-RMI) and Assistant Secretary of the Army for Financial Management (ASA[FM&C]). In discussing the agenda, he advised that if decisions weren't made during the session, they

(see *SSF Corporate Board* next page)

(*SSF Corporate Board* from previous page)

would be referred to the GOSC; and stressed that this point in the program schedule is critical.

General Discussion:

- a. In the opening dialogue on the program timeline, FORSCOM asked about the transfer of obligation authority (OA). The subsequent discussion served to illustrate that decisions have to be made now; COL Button stressed that time lost against the timeline will cause the loss of funding designated to make the systems changes.
- b. In discussion of the issue identification and tracking framework, COL Button indicated that when the Corporate Board resolves the issues the SSF Program Management Office has identified, 90% of the disconnects in the business rules should work themselves out. While they may not be all of the issues, they are the major issues.
- c. COL Button stressed that the new environment SSF brings is one of total partnership – it can't be all one side or the other. If the Corporate Board can't define the roles in the partnership, then SSF may well never succeed. When asked if the group agreed, there was no disagreement.

Review of Project Timelines:

Ms. Baker, Program Manager SSF, then addressed the current SSF timeline and the methodology to be used at the board meeting to resolve the outstanding critical issues. The eight issues, as identified by the PMO SSF, were OA Flow; Credit Policy; Funds Management; Second Destination Transportation Reimbursement; SSF Reimbursements (less Transportation); Joint Distribution and Logic Tables [see article on page 20]; and Systems Synchronization.

Metrics:

COL Button briefed the board on the following final metrics:

a. Personnel Metric. The goal is to challenge what was taken from the accounts. It had originally been planned to be part of the EA, but it has been uncoupled since the personnel study won't be done in time to keep from holding up the CBA. **Vote -- Approved.**

b. Procurement/Repair Offsets Metric. By vote, the metric was unanimously approved.

c. Referrals Metric. COL Button asked that the board separate the discussion of the metric from the asset purpose codes, and called for the following votes:

(1) **Vote** – Do we use the metric?
Unanimous yes.

(2) **Vote** – Do we use a purpose code?
Unanimous yes.

d. ROs (Macro Metric). There was no adverse discussion or disagreement.

e. Backorders (Macro Metric). There was no adverse discussion or disagreement.

f. Materiel Returns (Macro Metric). No adverse discussion, no disagreement.

SSF Implementation Evaluation Plan:

AMSAA provided an overview of its proposal for the SSF implementation evaluation plan. The disclaimer was that they were not that versed in finance so it was going to be biased toward requirements. Distribution was limited to the voting and non-voting members; and all members were asked to provide their comments, in writing, by 1 May 1997. In summary, the board felt that the plan should be rewritten in light of the decisions they would be making; the title should be changed to "SSF Evaluation Plan"; and AMSAA's product was to be considered a rough draft requiring everyone's written input by 1 May 1997.

(see *SSF Corporate Board* next page)



(SSF Corporate Board from previous page)

Personnel Impact Evaluation Interim Report:

The Corporate Board had previously voted to assess the impact of implementing the “new” SSF. As a result, the PMO SSF had tasked MEA to serve as the technical expert to pull this together. In presenting their briefing on the personnel program efficiency metric, MEA stressed that it would be looking at the installation, MMC, and wholesale levels.

Vote -- Do we continue with the effort?
-- 8 for, 2 against.

Asset Redistribution Model:

AMSAA next briefed its asset redistribution model. At the conclusion of the briefing, COL Button told the AMSAA briefer that he was to plan on becoming a member of the group that looks at the distribution and logic tables.

Recap of Decisions/ Actions/ Recommendations:

a. COL Button went over the two new additional program efficiency metrics that were discussed earlier in the board meeting and assigned the lead for the metrics finalization: One-time reduction in OA resulting from the SSF (Lead: AMC); and AWCf-O&M Savings Linkage (Lead: DALO-RMI).

b. In the final review of the enablers (and based on the decisions made by the Corporate Board) COL Button highlighted DFAS's inability to have STARFIARS-MOD on line in Phase I. As a result, the Corporate Board agreed to move the transfer of OA to Phase II (off-line, labor intensive practice in FY 98 with implementation in FY 99).

c. A recap of the seven issues acted on by the SSF Corporate Board is shown in the right column:

Issue	Corporate Board
OA Flow	UNRESOLVED -- Take to GOSC
Credit Policy	Stabilized – Different for Serv and Unserv
Funds Management	Non-Reimbursable rqn's From SARSS to CSSS
Second Dest Trans (SDT)	SMA to SMA SMA Pays
SSF Reimbursements	ISM Maintenance – YES
Joint Distribution Logic Tables	SSF Asset Management IMWG to lead effort
Systems Synchronization	File Update w/AAA concurrency

ISM Asset Management

Contributed by RSMM - East

Maximizing the goals and objectives of ISM, as prescribed by the Business Process Manual, requires a combined effort of ISM Program, Maintenance, and Supply Managers. The inherent responsibility for execution of the ISM program resides with the RSMM and LSMM Managers. It is imperative that installation and Corps level Supply Managers become an integral part of the ISM execution process.

The Supply Managers maintain system parameters that facilitate retrograde and repair of ISM assets. The Standard Army Retail Supply System (SARSS) utilizes the Maintenance Repair Code (MRC) and the Unserviceable Ship RIC table to direct unserviceable assets to the proper activity for repair. Improper parameter settings result in reparable assets being retrograded to Wholesale or Defense Reutilization and Marketing Office (DRMO) agencies. Wholesale turn-ins correspond to missed opportunities (buying replacements vs. repair) which directly impacts cost avoidance metrics.

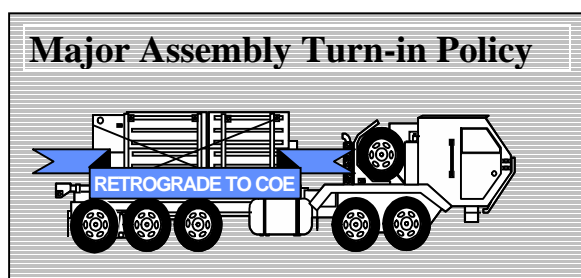
MAINT **SUPPLY**
ARE THEY TALKING YET?

(see *Asset Management* next page)

(*Asset Management* from previous page)

Dynamics of the ISM program demand that Regional and Local Maintenance Managers establish positive lines of communications with appropriate Supply Managers so that systems parameters are properly set to maximize repair of ISM assets and continue to gain efficiencies. □

(*Editor's note: The ISM Corporate Board that met 19-20 Feb 97, chartered an Inter-MACOM workgroup to "look into improving the interface between maintenance and supply to help make decisions today at the local installation level." Mr. Dave Campbell, FORSCOM, is the IMWG chairman.*)



Under a VCSA Velocity Management (VM) goal for reduction of repair cycle time, Mr. Pybus, HQDA ODCSLOG, Acting Director of Supply and Maintenance sent a message, *DALOSM, DTG 231120Z May 9, Subject: Policy Guidance to Reduce Repair Cycle/Retrograde Time*, to the field. It is aimed at improving the ability of units to rapidly retrograde unserviceable class IX components to the appropriate repair facility and will be included in the next update of applicable regulations.

Highlights of the message are:

- a. Cleaning, draining, and retrograde of major assemblies.

*Steam cleaning of major assemblies will not be required at any level below installation and is not required at installation level for assemblies

repaired at depot.

*Lubricants will not be drained prior to retrograde if a metal shipping container is available and the major assembly can be safely transported to the repair location.

*Major assemblies must be retrograded as rapidly as possible to the repairing activity. After the initial inspection performed by the maintenance activity that replaced the assembly, no intermediate supply activities will conduct any inspection.

- b. Damage statements for class IX components.

*Damage statements are no longer required for repair, turn in, or retrograde of class IX components.

*For damage to a class IX component through other than fair wear and tear, the message outlines procedures for documenting, repair and/or retrograde of the component.

(See CASCOM WWW Home Page @<http://www.cascom.army.mil/vm> and select "RC PIT" for complete text of this message).

HQDA ODCSLOG POC for this policy change is CW4 Batien, DSN 225-4151. □



FedEx® offers the ISM COE locations time definite transportation services under a GSA contract (GS-23F-9656D). FedEx® provides each location with an automation shipping system (Powership) to reduce shipment-processing time and provide the shipper with the ability to track inbound and outbound shipments. There are approximately 12 ISM COE locations currently set up. [See FedEx® Web site @<http://www.fedex.com/usgovt>]..□



News From The National Sustainment Maintenance Management Office

contributed by Tim Bucklaw, John Faust, Dick Hawotte, Charlene Neal and Doug Watters

NEW NSMM DEPUTY DIRECTOR IS "ON BOARD"

by Dick Hawotte
NSMM Staff

Mr. Kenneth "Ray" Youngman joined the NSMM Staff as the Deputy Director on 12 May 1997 after a tour at the Joint Logistics Systems Center (JLSC), Dayton, OH where he retired from Active Duty in 1996.

Ray is a 1970 graduate of the University of Missouri, Columbia, with a BS in Economics, and received his MBA (Management) in 1988 from Golden Gate University, San Francisco. Ray received a Commission in the US Navy in 1970, and the Designation (MOS in Army terms) Naval Aviator (Pilot) in 1971. In 1976 he received the Designation of Aeronautical Maintenance Duty Officer, and performed in that capacity aboard the Kennedy and the Saratoga. In 1990 Ray was assigned to Wright-Patterson AFB, as Deputy Program Manager (Logistics) for the Navy variant of the Tri-Service Stand Off Attack Missile.

Please join us in welcoming Ray to the NSMM Office, he certainly brings a wealth of experience and enthusiasm with him. Feel free to call him at DSN: 793-0502, Commercial: (309) 782-0502. His E-mail address is:

ryoungma@ria-emh1.army.mil. □

Integrated Sustainment Maintenance Contingency Plan Tested in Wargame Exercise



Concept Tested

In early May, TRADOC's Combined Arms Support Command (CASCOM) conducted the annual Prairie Warrior 97 (PW-97) Exercise. The purpose of the exercise was to provide training to the soldiers and to test concepts and emerging doctrine in a Battle Lab environment. The Theater Support Command (TSC) was the primary doctrinal concept under test during PW-97. Other doctrine integrated into the TSC concept test included;

FM 9-43-1: *Maintenance Operations and Procedures*, 21 Feb 97

FM 63-11: *Logistics Support Element (LSE)*, 08 Oct 96

FM 100-5: *Operations*, 14 Jun 93

FM 100-7: *Decisive Force: The Army in Theater Operations*, 31 May 95

FM 100-10: *Combat Service Support*, 03 Oct 95

FM 100-16: *Army Operational Support*, 31 May 95

ISM Business Process Manual (BPM), Appendix P, "Draft Contingency Operations Plan"

Participants included Army MACOMs, Defense Logistics Agency (DLA), US TRANSCOM (both MTMC and AMC), and the Navy. The 310th TAACOM (USAR) from Fort Belvoir, VA played the provisional TSC.

(see **PW-97** next page)

(PW-97 from previous page)

ISM Doctrine

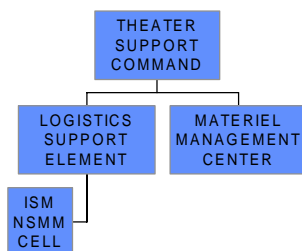
FM 9-43-1 and FM 63-11 contain a general definition of the roles and responsibilities of the ISM logistics management structure that consists of the National Sustainment Maintenance Manager (NSMM), Regional/Theater Sustainment Maintenance Manager (R/TSM), and Local Sustainment Maintenance Manager (LSMM). The ISM BPM explains the ISM logistics management structure role in contingencies and Stability and Support Operations (SASO). The ISM Contingency Concept is in its final staffing phase at TRADOC [see related article on page 24].

ISM Management Structure Theater Role

The Director of the NSMM office is responsible for mobilizing the NSMM personnel (NSMM forward) when the TSC requests the AMC Logistics Support

Element (LSE). Once in the theater, the NSMM(F) is under the operational control of the AMC LSE commander. The

NSMM(F)'s theater role is to be the LSE commander's link to Theater, OCONUS and CONUS based sustainment maintenance (SM) capabilities. SM refers to all maintenance above the direct support (DS) level and is performed by various organic and contractor activities. It may also include DS pass-back. NSMM's responsibilities include; providing the ISM management structure interface to the LSE commander, assisting in development of maintenance plans, coordinating national level support, coordinating reconstitution and rebuild efforts, monitoring weapon system availability, and participating in redeployment planning. The NSMM(F) coordinates with the NSMM office (NSMM Rear) and R/TSM in and out of the Theater Area. The NSMM(R) and R/TSMs are



responsible for expediting weapon system and equipment repair requirements generated from the NSMM(F). This may include providing Class IX line stopper spare/repair parts or advising on SM capability to be brought into the theater.

PW-97 Challenges

During the PW-97 Exercise, the LSE Commander received a controller's request to provide simulated SM support. The NSMM(F) received the request and immediately began close coordination with the TSC's Director of Supply and Maintenance. Metrics PW-97 controllers closely monitored were; concept effectiveness, LSE responsiveness, costs, and doctrinal procedures. The NSMM(F) received several challenging task orders;

Task Order I: *Due to heavy losses several critical Class VII and Class IX stocks were near zero balance in the theater. They reported the Army wholesale stocks at zero balance.*

The LSE Commander sent out task order one: "Report the availability of Class VII and Class IX." The NSMM(F) immediately passed the task order to the NSMM(R) who in turn put in to action the ISM management structure. Within thirty minutes they were providing maintenance and supply availability reports through the LSE Commander to the TSC Commander.

Task Order II: *Due to heavy casualties the DS maintenance companies were reporting 4,000 man-hours per day of small arms backlog. The GS maintenance units (GSMU), in theater, didn't have small arms repairers.*

The NSMM(F) began working immediately with



the TSC Director of Supply and Maintenance small arms materiel officer. The NSMM(F)

(see PW-97 next page)

(PW-97 from previous page)

contacted the NSMM(R) for availability of capability and capacity to begin evacuation of selected small arms. The USAREUR Theater Sustainment Maintenance Manager (TSMM) responded with availability to split the repair requirement among three LSMMs. The LSE mobilization TDA was tapped and 320 small arms repairers (skill level 50) were brought into the theater to augment the GSMU.

Task Order III: *The forward divisions were reporting a backlog in Standard Army Management Information Systems (STAMIS). The STAMIS included Commercial-Off-The-Shelf (COTS) and Non-developmental Items (NDI) personal computers and satellite communication equipment.*

Two Communication-Electronic (COMME) Forward Repair Activities (FRA) were established in theater to repair STAMISs. Eight COMME maintenance contact teams consisting of electronic journeymen were deployed from the LSE area to repair the SATCOM systems.

Task Order IV: *Elements of the 52d Marine Expeditionary Unit (52d MEU) were OPCON to an Army maneuver unit in a forward brigade. The 52 MEU did not have its own logistics pipeline so all logistical support would be provided by the Army.*

The TSC Director of Supply and Maintenance and NSMM(F) began to identify the Marine logistics requirements. The combat life support logistics and Army managed items the Marines require were not a problem. A link was established through the NSMM(F) to coordinate with the Navy to resupply the 52d MEU unique weapon systems and equipment.

Conclusion

PW-97 was an excellent training vehicle. When putting concepts and doctrine to a test, many facets of theater and garrison operations are

proven effective or non-effective in a particular scenario. The exercise provided the soldier, civilian, and contractor with the opportunity to learn and build a team spirit outside of the competitiveness found in peacetime. Full participation of the Army MACOMs, RC units and sister services is the key to success in preparing for war, garrison, and SASO operations. It would benefit any Army organization to include the full spectrum of logistics support during annual training exercises. During PW-97 the participants' eager and determined effort clearly made PW-97 one of the most satisfying and useful operational level logistics/combat service support exercises.

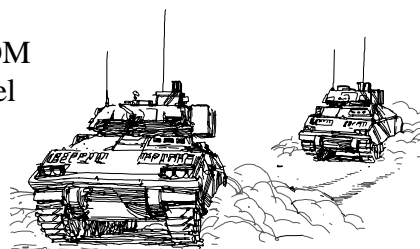
(Editor's note: Mr. Tim Bucklaw was the NSMM representative at PW-97 and author of this article).

ON THE NATIONAL FRONT

Based on a MICOM Integrated Materiel Management Center (IMMC) invitation, Mr.

Ray Youngman, the Deputy Director of the NSMM, Ms. Charlene Neal and Mr. Doug Watters (NSMM staff) traveled to Redstone Arsenal, AL, to brief the ISM program and National Level work program. The NSMM and IMMC interface and ISM role was also presented. The NSMM representatives had the opportunity to talk to MICOM IMMC item managers about the benefits of ISM, what types of items can be initiated into the ISM repair program and how to submit an Invitation For Bids (IFB) and Statement of Work (SOW). There were productive discussions and information exchanged on items managed by the IMMC and national level repairs that could be performed by ISM resources.

(See *National Work* next page)



(*National Work* from previous page)

Since the last issue, there have been additional programs awarded or are pending award:

TACOM: HEMTT transmissions were awarded to the East Region, Ft. Polk for a quantity of 44. M939/A1/A2 transmission with container, 2520-01-117-3010, was awarded on 1 April 1997 to East Region, Ft. Polk for a quantity of 200. Metering and Distributing Fuel Injector Pump, 2910-00-116-8241, was awarded on 2 April 1997 to East Region, Ft. Polk for a quantity of 500.

TACOM-ACALA: We welcome ACALA on board the ISM train! They are in the process of increasing their current Bradley Fighting Vehicle System (BFVS) Gear Box program. They have a bid currently out on the street for the repair of 75 Printed Circuit Boards NSN 5998-01-381-3632. They also have the BFVS Ammunition Chute, 1005-01-172-3038, in the works with the Scope of Work being developed.

CECOM: CECOM's Modular Audio Servo 1A2, 5826-00-883-1626, was awarded to the West Region, Ft. Riley for a quantity of 50. CECOM has eleven IFBs currently in the NSMM office.

We are looking at ways to increase National Level work participation by other AMC MSCs. Any suggestions you might have in "getting the word out" please pass them onto Charlene Neal, DSN 793-7748 or E-mail: cneal@ria-emh2.army.mil. □

Velocity Management ISM COE Line Packaging Test

Under a HQDA Velocity Management (VM) initiative, funding was made available to LOGSA Packaging, Storage & Containerization Center (PSCC) to design and test commercial unit pack and multi-use bulk pack containers using ISM COE lines as candidates. The RSMMs

will identify the baseline analytical data to validate the test. The RSMMs must coordinate which five candidates to measure in each of two categories: Fragility (radiator) and High Volume (Alternator). The period of this test is June to October 1997.

Initial Milestones Are:

- Identify packaging requirements for 25 items and fragility factors.
- Eliminate items that require special or modified packaging.
- Receive candidate items at PSCC for packaging design and test.
- Consolidate reusable shipping containers by size and capability, i.e., wgt, structure.
- Obtain sample containers, verify fit and function according to distribution.
- Modify item packaging requirements for selected reusable unit and multi-use containers.
- Submit final recommendations and acquisition data to DA ODCSLOG.

Baseline Metrics Are:

- Quantify and identify the cost for items that are being damaged beyond repair during transit from/to supply and maintenance activity.
- Identify current packaging cost for the candidates in terms of labor cost, # mhrs to pack, # materiel handling processes, packaging special tools or equipment eliminated.
- Measure the retrograde of an unserviceable in terms of average hours/days for an item to be turned from the unit to supply - maintenance - supply.

PSCC will design a unit pack reusable container, determine marking requirements compatible with FedEx®, reusable condition code tags, reusable manifest tags identifying the container configuration options, quantity of items

(see *packaging* next page)



(*Packaging* from previous page)

that fit in the box, cushioning & blocking materiel & procedures if applicable. PSCC will also design the multi-use reusable bulk pack containers, using existing containers and commercial design, determine marking requirements compatible with FedEx®, reusable condition code tags, reusable manifest tags identifying the container configuration options, quantity of items that fit in the box, cushioning & blocking materiel & procedures if applicable. The multi-use bulk containers will be palatable 40x48x45 and 40x48x30 and capable of folding for easy storage.

For more information contact one of the following Action Officers: HQDA: CW4 Billy Batien, VM Packaging POC, DSN 225-4151; PSCC: Mr. Tim Reimann, LOGSA Engineer, (717) 895-7756; NSMM: Mr. Tim Bucklaw, DSN: 793-3896. □

(Editor's note: See CASCOM Home Page @<http://www.cascom.army.mil/vm> for other VM initiatives).

ISM Cost Savings Primer

by George Ogden
MPRI, Inc.

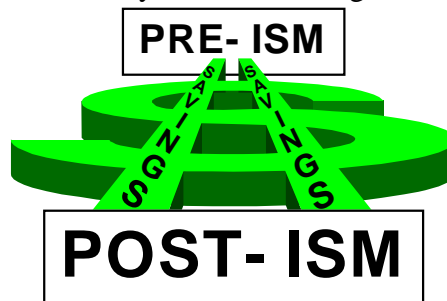
During the initial operations under the ISM concept, installations realized a relatively high "cost savings" due to improved efficiencies. Using these savings as a base, the Army's projected savings have resulted in the budgets of all the MACOMs being decremented in the POM years. Recent cost savings reports reflect a more modest growth in savings and have prompted questions concerning the methodology for computing the savings.

The cost savings methodology (which has been subjected to validation by the Army Audit Agency with positive results) was developed for

use during the ISM Proof of Principle (PoP), with the baseline for comparison being the "cost to repair" which reflected the pre-ISM repair costs at each repairing installation. Savings is the difference between the cost to repair a component at a COE and the cost experienced by an installation prior to the item becoming a Center of Excellence (COE) item. The COE savings experienced during the PoP were measured against that same pre-FY94 pre-ISM baseline period, with ISM-X results measured against the FY94 baseline costs. A second segment of the savings reflects the "Net buy cost avoidance" which is calculated if the installation has no repair history on the item. In that case, savings is equal to: *The quantity repaired by the COE x (Net buy cost-COE Repair Cost)+Two way transportation cost*. The Business Process Manual (BPM) contains a good description of the savings calculations in Chapter 3.

Use of the FY94 baseline was valid for measurement of savings during the initial ISM expansion period and, in some analytical models, would be retained as the baseline to project results across an entire program period. It clearly demonstrated the savings by comparing pre-ISM and COE repair costs. However, a more conservative approach has been used to evaluate the savings of ISM since that time by moving the baseline forward each year. This will keep the resulting benefits (and costs) in line with yearly installation budgets and funding levels. Therefore, savings due to efficiencies for items previously inducted into the ISM program now are measured against the previous repair cost at the COE. In other words, the COE performance is **self-competition!** Based on that comparison, it would appear ISM savings will decrease and eventually

(see *ISM Cost Savings* next page)



(*ISM Cost Savings* from previous page)

disappear. NOT TOTALLY TRUE! As new items are introduced into the ISM program, the installation historical repair cost baseline is still used for computing the benefits gained by having a COE perform the repairs for the region. Consequently, as more installations are included in the ISM operations and more NSNs are included, the savings will continue to be realized at an increasing rate. As in all efficiency programs, however, the increased level of benefits calculated as cost savings will begin to level off at a higher level of efficiency (and reduced level of repair costs).

Because ISM is a new program we have attempted to measure savings from month-to-month at each installation and by MACOM. Because of the change in baseline years, the addition of new NSNs to the program, and the addition of new installations, the data is often misleading when presented without an explanation or analysis. For example, the savings at a smaller installation may normally reflect a range of \$5-\$50K per month. The repair of one helicopter engine for that installation could generate savings in excess of \$160K for a given month. There are many factors that can influence savings in a given month or quarter. Several items awaiting parts for an extended period can have the work orders closed in a single month which can skew the figures. Lack of unserviceables can reduce the number of repairs which will have an adverse impact on savings during that period. During the months of November and December the work force is generally reduced due to Holidays and leave, thus reducing repairs and savings. Future savings reports will include an analysis of each activity to explain gains or losses in savings as they relate to the baseline.

Cost savings are important indicators, but they can be all consuming. Management should



not look only at the savings reports to evaluate ISM progress. The basic premise of ISM was to fix more and buy less, maintain readiness, and establish a single sustainment maintenance management process. Clearly ISM has reduced buys and we are fixing more. There has been no reduction in readiness since the implementation of ISM. The single management system is well on the way to reality with the establishment of the NSMM office to support the current Regions and the LSMs. The integration of communications and operations from the wholesale to the user, through the NSMM and RSMM have helped establish a more seamless logistics system. There are many actions taking place under the ISM process that are not quantifiable but do reflect "savings" to the installations and the Army. Here is a short summary of these key non-quantifiable benefits: Sustainment maintenance repair competition has been healthy and generated the "best value"; integration of maintenance, supply, transportation and resource management clearly is supporting the Army's revolution in military logistics; enhanced communications between LSMs, RSMM, NSMM and MACOM has

heightened response and gained efficiencies; cost mapping [see related article in "Nuts & Bolts" Vol. 1, No. 4] has given visibility to the full cost of doing business; National work at the installation level has aided readiness around the world and

generated substantial savings; the Executive Management Information System (EMIS) has provided managers with reports heretofore not available for timely decision making; near real time sustainment maintenance management information is available at the Local, Regional, MACOM and National level to manage maintenance indicators; and finally, constantly monitoring the entire region's performance and monitoring capacity and capability maintains the

(see *ISM Cost Savings* next page)

(ISM Cost Savings from previous page)

"best value". With all these positive aspects of ISM, there are also many actions that need to be accomplished - from the installation all the way to DA level - to reap the full benefits of ISM., i.e., color of money issues (credit, billing procedures, ownership), new automated system issues (SAMS I/TDA, SARSS-O, MIMS, AMMMIS), etc. All of these actions are being worked and will be resolved over the coming months. The bottom line, from the beginning of the concept, through the period of the PoP, ISM-X, the current fielding of ISM to ARNG and USAR sites, is that ISM has saved the Army money and will continue to save money through reduced buys, improved readiness and a single structure. Management under the ISM concept makes sense. □

(The two following articles were contributed by AMC Logistics Support Activity (LOGSA) Packaging Storage & Containerization Center (PSCC) at Tobyhanna Army Depot, PA.)

TROUBLE FINDING AN NSN? USE THE FEDLOG

If you are performing preventative maintenance, preserving an item for storage, packing, repacking, or cleaning an item per instruction in a TM, TB, MIL-SPEC, or packaging instructions, you may be directed to use material that meets the requirements of a specific military or Federal specification. The lubrication order (LO) may require the use of MIL-L-21260, Lubricating Oil, Internal Combustion Engine, or packaging instructions may direct the use of MIL-P-17667, Paper, Wrapping, Chemically Neutral (Noncorrosive). One of the first questions that may be asked; *"Is there an NSN meeting the specification's requirements in the wholesale distribution system?"*

Use FEDLOG CD-ROM data disks to answer

this question. Once in the FEDLOG Program, Windows version (DOS version can also be used), FLIS (Federal Logistics Information System) or Army Interactive Query, place the cursor on the <Part Number data field bar> in the window and click the mouse. Then to find out if there is an NSN associated with a referenced specification, type in the specification (e.g., MIL-L-21260; the dashes can be left in or deleted), 2nd click on the <Search> button at the bottom of the window. A new window, *Part Number Pick List*, will be displayed on the PC monitor screen. An NSN associated with the referenced specification, if there is one, will be displayed on the upper left-hand corner of the document window. The total number of NSNs associated with the specification will also be located in this area of the document window (e.g., Current Record: 1 of 15). Tag all of the lines under Part Number. Check the Dataviews in the menu bar by clicking on Dataviews and the <Select Views>. Make sure Characteristics Data and Management Data fields are tagged for viewing. Click <OK>, then place the cursor on the View menu bar icons, <or>, and click the mouse. View the characteristics data to note data on the NSN such as unit pack and quantity and the management data to obtain purchasing data. If you tagged more than one NSN listed under the Part Number Pick List screen, place the cursor on the button bar, Next NSN, located at the bottom of the window and click the mouse. The characteristics and management data views for the next NSN will be available for viewing.

You can use this FEDLOG procedure to find NSNs associated with military and Federal specifications, if they exist.

POC: LOGSA PSCC, Pete Koontz, DSN 795-6587 or (717) 895-6587. □

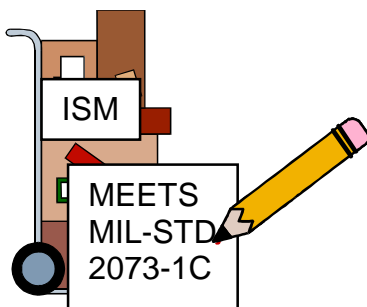


ITEM PACKAGING DATA IN THE FEDLOG

Military packaging requirements for Army owned and managed items are now located in the FEDLOG. The U.S. Army is the only Service to have had item packaging data entered into this CD-ROM Program (Windows and DOS versions). When using the Windows version to view packaging data, you must ensure that the Army's "Tank" button bar icon has been selected prior to viewing NSN data. If the FLIS (Federal Logistics Information System) or another service button bar icon was selected prior to viewing NSN data, then Army item packaging data will not be available for viewing.

Prior to viewing NSN data, check what fields have been tagged for viewing in the Dataviews menu. Click the mouse on Dataviews and then<Select Views>. Make sure the AMDF Packaging Data field has been tagged. Click OK, then place the cursor on the View menu bar icon, <or>. Eventually, AMDF Packaging Data for the NSN will be displayed. The packaging data for Army assets are in encoded data or Special Packaging Instruction (SPI) format.

If an item's packaging data is in encoded format, then MIL-STD-2073-1C, DoD Standard Practice For Military Packaging, will have to be used to ascertain the definition and explanations of the codes displayed (e.g., preservative, wrap, cushioning material, container, etc.). If an item's packaging prescription is a SPI, the SPI number will be noted under "SPI NO". Use the down scroll arrow, to the right of the window, to find the SPI NO which is located below the data shown in the initial packaging data window screen. To view SPI data, place the cursor on the bottom bar, View SPI, located at the bottom of the window and



click the mouse. It will take several minutes for a PC to process the data in a SPI for viewing. *Take note that only SPIs for CECOM managed items (B-16, Source of Supply code) are presently in the FEDLOG.*

Selection of the SPI NO data field for ICPs, other than CECOM, will provide an ICP's packaging POC, an address, phone and fax number. This POC would have to be contacted. Then the ICP could fax or email the SPI to the unit or individual requesting an NSN's packaging data. Additional FEDLOG discs would be required to hold Army SPIs for all the ICPs; HQDA is not currently able to provide the funds required to develop SPI data to FEDLOG format.

POC: LOGSA PSCC, Pete Koontz, DSN 795-6587 or (717) 895-6587. □

Speaking of packaging:

The latest issue (Vol 10, No. 3, May 97) of the General Services Administration's (GSA) Federal Supply Service (FSS) "*MarkeTips*" Catalog has listed numerous sizes of shipping and storage boxes at a reduced purchase price. Many of these boxes have a bursting strength of 400 psi. and can hold contents weighing up to 140 lbs.

(To get copies of FSS publications and get on their mailing list contact: Centralized Mailing List Service at (817)-5215, FAX: (817) 334-5227, E-mail: cmls.gsa@gsa.gov)

QDRS ON THE SOLDIERS SUPPORT NETWORK

As of April 1, 1997 you can enter Quality Deficiency Reports (QDR), SF368 Forms, through the INTERNET, on the Soldiers Support Network (SSN) for TACOM-ACALA (B14)

(see *QDR On-Line* next page)

(QDR On-Line from previous page)

managed items. The QDR form is located on the "Online Forms Processing" section of the Main Menu of the SSN. Using this form on the SSN to report QDRS for B14 items will help the ACALA Customer Feedback Center give better and quicker service and the QDRs will be uniform and readable.

To get to the SSN, enter the following INTERNET address:

<http://www-ssn.ria.army.mil/ssn/larsn.html>.

If you need a password, do the following:

1). Scroll down to Webmaster and click on Webmaster. 2). Fill out the form and click on submit request. 3). You must enter your complete E-mail address. You will be contacted by return E-mail. *Use this system to obtain the password. This office does not issue passwords.*

If you have any questions, please contact: Dick Padavich, DSN: 793-6764, Or Sheryl Matlick, DSN: 793-7698, Comm: 309-782-Ext, Or by E-mail: qawqdrs@ria-emh2.army.mil. □



Office of the Chief, Army Reserve (OCAR)

The Army Reserve is on schedule for implementing ISM in the USAR. EMIS has been fielded to Ft. McCoy (May) and Mr. Paul Tilley (DSN 280-2847) of INNOLOG is now on board at the Ft. McCoy LSMM. The conversion from Maintenance Information Management System (MIMS) to SAMS-ITDA was successfully completed on 1 May 1997 and they expect to participate in the next COE BPM bidding process. We look forward to Ft. McCoy becoming a successful bidder!

The pre-site survey of Ft. Dix was accomplished 10 June 1997 and was conducted by USARC and OCAR Log. The installation

personnel were enthusiastic of what ISM can offer and will bring to their DOL maintenance and supply activities. Ft. Dix will come under the command and control of the USAR effective 1 October 1997. They attended their first PP&C (East Region) in February 1997 and look forward to attending the next East Region PP&C scheduled for this fall.

The implementation of ISM within the USAR will be transitional through FY-98. COE reparable transactions will flow through the USAR LSMMs, initially Ft. McCoy and then Ft. Dix. Currently, USAR reparable transactions process through some 28 Army installations, except for aviation, which processes through Ft. McCoy effective 1 June 1997.

Staffing of the USAR Liaison to the NSMM Office to assist in coordination of sustainment maintenance training will be effective 1 August 1997. The main focus of this work effort will be to create, promote, and support unit training of USAR sustainment maintenance structure.

The fielding of the MACOM EMIS system to the USAR was slipped due to building construction delays at the new USARC Command building at Ft. McPherson, GA and we anticipate fielding September 1997. □

CONTRACT DATABASE

AMC, SARDA and DA ODCSLOG are working jointly on a concept and strategy for developing a capability to provide visibility of all maintenance contracts (tactical and combat equipment) at the national level to be able to consolidate contract requirements. That capability will facilitate review of maintenance contract requirements for possible consolidation and to reduce redundancies. It will also facilitate decisions for optimizing regional and national level repair capacity and capability. Funding sources are under review to initially demonstrate a prototype capability.

General Officer Transitions



The ISM and SSF teams would like to thank the following General Officers for their support of these two Inter-MACOM improved Business Processes during their tenure and wish them all the best in their new assignments or careers:

Major General Robert K. Guest:

Commanding General, United States Army Combined Arms Support Command and Fort Lee, Fort Lee, Virginia, who will retire.

Major General Charles S. Mahan, Jr.:

From Director for Supply and Maintenance, Office of the Deputy Chief of Staff for Logistics, United States Army, Pentagon, Washington, DC, to Commanding General, 21st Theater Army Area Command, United States Army Europe and Seventh Army, Germany.



Major General David A. Whaley:

From Director of Logistics, G-4, United States Army Forces Command, Fort McPherson, Georgia, to Assistant Chief of Staff for Installation Management, United States Army, Washington, DC.

Major General James M. Wright:

From Commanding General, 21st Theater Army Area Command, United States Army Europe and Seventh Army, Germany, to Commanding General/Commandant, United States Army Quartermaster Center and School, Fort Lee, Virginia.

Brigadier General Thomas R. Dickinson:

From Commanding General, 13th Corps Support Command, Fort Hood, Texas, to Commanding

General, United States Army Ordnance Center and School, Aberdeen Proving Ground, Maryland.

The ISM and SSF teams would also like to welcome the following General Officers and designee who will help facilitate the expansion of ISM and the full implementation of SSF program.

Major General Daniel G. Brown:

From Commanding General, United States Army Transportation Center, Fort Eustis, Virginia, to Commanding General, United States Army Combined Arms Support Command and Fort Lee, Fort Lee, Virginia.

Major General Robert D. Shadley:

From Commanding General, United States Army Ordnance Center and School, Aberdeen Proving Ground, Maryland, to Director of Logistics, G-4, United States Army Forces Command, Fort McPherson, Georgia.

Brigadier General Julian A. Sullivan, Jr.:

From Commanding General, 19th Theater Army Area Command, Eighth United States Army, Korea, to Director for Supply and Maintenance, Office of the Deputy Chief of Staff for Logistics, United States Army, Washington, DC.

Colonel(P) Richard A. Hack:

From Assistant Division Commander (Support), 4th Infantry Division (Mechanized), Fort Hood, Texas, to Commanding General, 13th Corps Support Command, Fort Hood, Texas.

Add A Fond Farewell To:

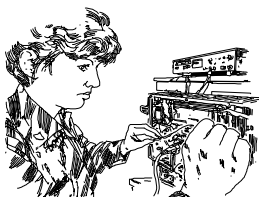
Colonel Patrick W. Button:

Whose guidance and stewardship of the ISM and SSF programs is greatly appreciated by those involved with these programs at HQAMC and MACOM level. Best wishes in his new assignment as Assistant Commandant, U.S. Army Ordnance Center and School, APG, Maryland.

Congratulations and HOOAH!

Guidance for Procurement of TMDE

Last year, HQDA advised MACOM installations not to invest in expensive test equipment (TMDE) for which Test Program Sets (TPS) will not be readily available until the preferred set was



identified. A prototype in development, called the Electronic Repair Shelter (ERS), and developed by the Program Manager, Test, Measurement, and Diagnostic Equipment (PM TMDE), recently completed

a User Assessment in the 190th Maintenance Company at Ft. Hood, TX. HQDA (DALO-SMZ) released a message, DTG 291502Z May 97, stating that this prototype, the MAN TECH 1000, had been selected to be fielded as the test equipment in the ERS. This strategy of "identifying a single standard automated tester for circuit cards for both use at GS (TOE and TDA) and for Special Repair Activities (SRA) will provide long-term savings to the Army users in reduced cost for Test Program Sets (TPS) development, validation and support." For more information contact CW4 Batien, HQDA ODCSLOG, DSN 225-4151. □

ESSC UPDATE

The goal of the Electronic Sustainment Support Centers (ESSC) is to maximize electronics repair support by integrating the efforts of multiple service providers on a regional basis. These regional centers will provide a single AMC "One Stop Service" to the customer. The prototype ESSC at Ft. Hood started in September 1996 and was completed in May 1997. During the prototype phase, the "One Stop Service" concept was successfully demonstrated through the repair of electronic equipment to include unit procured and other TIER III ADPE which contributed to the readiness of III Corps.

The ESSC is being established at Ft. Bragg. Lessons learned from the Ft. Hood demonstration are being applied to the Ft. Bragg ESSC. These lessons learned will expedite implementation of the ESSC at Ft. Bragg, and at the ESSC OCONUS sites as implementation gets underway in Europe and Korea. The current goal is for all sites to be fully operational by the end of 4QFY97. These regional support centers complement the Integrated Sustainment Maintenance (ISM) process by establishing Centers of Excellence. In the future, it is planned to bring the ESSC under the ISM umbrella as a separate maintenance activity. [See related articles in "Nuts & Bolts" Vol. 1, No. 3 & 5]. □

Tobyhanna Is Army's Test Bed For Responsive Circuit Card Repair

TOBYHANNA ARMY DEPOT, Pa. (ARNEWS, May 20, 1997) --Tobyhanna is testing a new circuit card repair process for the Army. This test will demonstrate the advantages of a two-level maintenance philosophy for circuit cards and electronic equipment. As a result, Tobyhanna has already saved the Army over \$140,000.

The experiment began as a result of circuit card repair cost-cutting efforts within the Army's Forces Command [FORSCOM] and specifically in support of the 82nd Airborne Division at Fort Bragg, N.C. "As a result of the implementation of the Defense Business Operations Fund at the field level, field units began developing their own circuit card testing and repair capabilities, thereby impacting the Army's standard logistics support system and increasing support costs at the Army-level," said Alex Radkiewicz. "Because of that, the commanding general of Army Materiel Command asked us to assist FORSCOM in its circuit card repair efforts."

Coincidentally, an Army Audit Agency report

(see *CCA Repair* next page)

(CCA *Repair* from previous page)

also indicated numerous problems with circuit card repair throughout the Army, including problems with the Army's Integrated Family of Test Equipment (IFTE).



In response, AMC requested that Tobyhanna develop a new circuit card support program, which was briefed to Army leadership in December 1995 at Aberdeen Proving Ground, Md. "The centerpiece of our support program is the establishment of circuit card partnerships with FORSCOM Directorate of Logistics beginning with Fort Bragg," added Terry Hora. "The partnership was formally established in July 1996 by Tobyhanna's commander, COL Greg Virgil, and FORSCOM's Directorate of Logistics, COL William Taylor. Workload began immediately arriving at the depot. "Currently, Tobyhanna is repairing circuit cards from Fort Bragg for communications-electronics components in the AN/PRC-126 Radio, AN/ALQ-144 Countermeasures Set, AH-64 Apache attack helicopter, UH-60 Blackhawk helicopter and other systems. "We troubleshoot each circuit card in a test bed or in an operational test function," said George Helring. "Before this mission began, it was standard practice for Fort Bragg to throw away about 200 of these items a year. They cost about \$1,054 each. Our cost to fix them is \$220 and we turn them around in about five days." Most of the work is done in the depot's Communications Systems Directorate, but the Avionics/Intelligence Electronics Warfare, and Command, Control and Computer Systems directorates are also involved. "We usually find

corrosion damage to the power and channel switches as well as the displays," said John Maciejewski.

To date, Tobyhanna has been able to repair 160 of the 193 circuit cards received, saving over \$140,000 procurement costs. When a card is repaired, it is express mailed back to Fort Bragg. The program is part of a larger effort called Velocity Management, which is a logistics support concept being developed as part of the Army's Strategic Logistics Plan and Vision 2010. [see VM article on page 11]

The circuit card repair partnership is also being developed to integrate with the Army's **Integrated Sustainment Maintenance** process. If it succeeds at Tobyhanna, this program may be expanded to include other Army depots. "The implementation of a two-level electronics support structure recognizes the reality that the old massed-based logistics systems are no longer viable for 21st century military operations," Hora said. "By leveraging the already validated principles of **Integrated Sustainment Maintenance**, and by adopting the concepts being investigated by the Velocity Management and Lean Logistics, the Army can develop a more responsive, performance-based logistics support system and gain significant cost savings at all operating levels."

This program is in line with the concepts of FORCE XXI, the experimental military of the 21st century being spearheaded by the Army, and the increased utilization of Information Age technologies to increase the military's battlefield and logistical situational awareness. "Tobyhanna's circuit card support concept will

provide a leaner and more flexible system for meeting the needs of our power projected forces," Hora concluded. □

A logo for FORCE XXI. It features a red speech bubble with a yellow lightning bolt pointing upwards. Inside the speech bubble, the words "FORCE XXI" are written in bold, yellow, sans-serif capital letters.

FORCE XXI

SINGLE STOCK FUND

Distribution and Logic Table Development

Single Stock Fund (SSF) will offer a host of new opportunities to change the way we do business. One area that has significant potential to both save money and improve customer support is the maximization of stocks in-the-field through increased referrals. SSF will provide a link to many of the on-going programs that will enhance the referral process (e.g. conversion to SARSS-Objective, inter-MACOM referrals through the Gateway, and region wide referral of ISM items). Concurrent with these enhancements is a requirement to establish new referral decision logic for use with SARSS-O.

The importance of this issue was recognized by the SSF Corporate Board during its 2-4 April 1997 session [see article on *SSF Corporate Board* on page 4]. It directed the establishment of a Distribution and Logic Table Work Group, co-chaired by HQDA ODCSLOG, Supply Policy Division (DALO-SMP) and the Chairman, SSF Asset Management Inter-MACOM Working Group (IMWG), with an expanded membership reflective of the multiple systems/initiatives using distribution and logic tables (e.g., CCSS, SARSS-O, SARSS Gateway, Real Time Requisitioning Processing, and Army Total Asset Visibility). The work group met in Hampton, Va. on 28-30 May 1997, assembling selected representatives from the Asset Management work group, AMC functional systems proponents, Army Materiel Systems Analysis Activity (AMSAA) personnel, and functional advisors for both SARSS-O and the Gateway.

The objectives of the group were to:

- a. Define criteria for referral eligibility.
- b. Decide if a minimum dollar threshold should be established.
- c. Define expense factors to be considered prior to referral actions.
- d. Decide if any geographical limitations should be imposed.
- e. Define conditions for referrals from CCSS back to a SARSS activity.
- f. Establish procedures to preclude Army Working Capital Fund (AWCF) accounts from drawing stocks from O&M activities.
- g. Define criteria for referrals between installation AWCF accounts.

After a review of current/projected supply system capabilities, and automated decision logic developed by AMSAA, the group agreed that an embedded automated decision logic system offered the best solution. However, since the multiple automated systems can not be modified quickly, a set of manual decision parameters will be necessary for use in the near term until programming can be done to automate and refine the process.

After several days of intense discussion, the following recommendations were made:

- a. To facilitate consistent management of AWCF-SMA assets, the group recommended AWCF SARSS-1 accounts reside in a separate routing identifier code-geographic (RIC GEO) from O&M SARSS-1 accounts. By separating the AWCF-SMA from the O&M accounts, referrals can easily be controlled through parameter settings, while ensuring accurate stockage information on each account.

(see *SSF Logic Table* next page)



(SSF *Logic Table* from previous page)

b. Near term criteria:

- (1) All assets above the RO will be available for referrals.
- (2) MACOMs establish criteria for intra-MACOM referrals.
- (3) Inter-MACOM referrals must meet the following:
 - (a) Minimum value of the referred item \$500.00.
 - (b) CONUS referrals will be limited to customers within same region (East & West ISM Regions).
 - (c) Overseas referrals will be limited to customers within the same Gateway Domain.

c. Long term criteria: The long-term recommendation from the group placed an automated decision logic program in the supply system to maximize every referral action. It is envisioned that the logic will include both transportation and inventory variables while providing cost optimization.

The results of this session closely mirror the referral process recommendations of the 6-9 May 1997 Class IX Policy conference convened by DA DCSLOG, and provides the information necessary to support the SSF transition. □

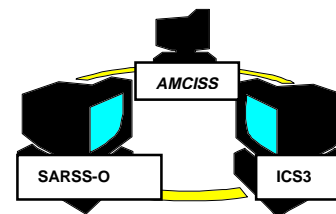
Assessment of AMCISS vs. SARSS-O at AMC Installations *Results of Study Published*

At the General Officer Steering Committee (GOSC) conducted on 3 December 1996, an issue was raised should the AMC Installation Supply system (AMCISS) be replaced with the Standard Army Retail Supply System-Objective (SARSS-O) at AMC installations. The GOSC tasked the SSF Corporate Board to assess the issue and report back their findings and recommendation.

A study group was formed under the leadership of the Lead AMC Integration Support Office (LAISO). The study group was asked to

focus on the results of previous studies that had been conducted on this same issue, as a basis for determining whether any further evaluation on the functionality of SARSS-O and AMCISS would be necessary. The group also assessed if any changes that would be required to other supporting systems, such as the Standard Property Book System-Redesign, for each alternative solution. Five alternative solutions were developed. The study was conducted at various locations between 20 February 1997 to 31 March 1997.

The group recommended that AMCISS continue as the installation supply system for AMC until the Integrated Combat Service Support System (ICS3) Phase II is implemented. A supporting plan of action and activities to



be performed by proponent responsible activities and organizations to achieve the end-state was also developed with the recommendation.

The Corporate Board unanimously accepted the group's recommendation during the Corporate Board meeting, 3-4 April 1997. The recommendation was then briefed to the GOSC on 5 May 1997 [see lead article this issue] and was also accepted. The group's final report was distributed to Corporate Board members on 4 June 1997.

In addition to LAISO, the study group included participants from: AMC Installations and Services Activity; Combined Arms Support Command; Industrial Operations Command; Software Development Center-Lee; Project Manager, Integrated Logistics Systems; Industrial Logistics Support Center; Single Stock Fund Task Force; Army Materiel Systems Analysis Agency; Defense Finance and Accounting Service; and the AMC Deputy Chief of Staff for Resource Management. □

EMIS and the IMMC: *A View From The Field*

*Contributed by G4/DOL, Ft Knox,
ISM Business Cell*

What Can the Executive Management Information System (EMIS) Do for Installation Maintenance Management?

The Executive Management Information System (EMIS) was primarily designed to facilitate and manage the Integrated Sustainment Maintenance (ISM) process. EMIS combines maintenance and supply information to provide an integrated logistics support system that aids in trend analysis and exception management. As such, EMIS can assist materiel managers in identifying trends, exceptions, and management opportunities.

However, EMIS is not a replacement for any of the Standard Army Management Information Systems (STAMIS) or legacy systems used today to manage and control the supply and maintenance systems. EMIS works as a hub for integrating information input, updated, and reported by these systems. EMIS was not designed nor intended to be the primary maintenance production control tool and is not a data entry point. However, it does provide a variety of easily tailorable reports to meet installation maintenance management needs.

Fort Knox continues to explore the maintenance exception management and trend analysis capabilities that EMIS can bring to the installation maintenance management environment. Fort Knox uses EMIS to maintain surveillance of reparable exchange (RX) items that are at a zero balance posture and that have reparable assets currently on open work orders. This information helps the maintenance manager identify work requests directly impacting RX

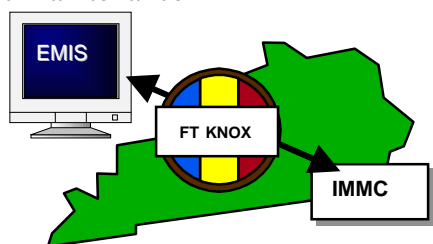
item availability and make maintenance priority decisions accordingly. By cross checking this information with the Availability Balance File (ABF) data visible in EMIS, EMIS can identify RX lines in the repair process with due outs to customers, compare the due outs to both the requisition objective (RO) level and the assets available for issue to clearly identify shortfalls. EMIS allows maintenance managers to see how well they are supporting specific customers by sorting out work orders by customer, status,

priority, and age. In this capacity, it helps identify high priority work requests over acceptable age limits, high priority jobs completed and waiting for pick up an excessive amount of time, and can identify repair parts (or line stoppers) slowing down high

priority work requests. While similar information is available through legacy and STAMIS systems, the information is far more quickly and easily accessed through EMIS. EMIS integrates information from a variety of systems, then more easily formats, sorts, or filters the information as the materiel manager requires to provide a concise and integrated view of the maintenance situation.

As the Army continues with Velocity Management (VM) initiatives, EMIS will provide the materiel manager with a rapid means to sort data, establish standards, and report exceptions to increase the speed and efficiency of maintenance operations. While EMIS was specifically designed to do this for the ISM process, the capabilities EMIS provides can be adopted to support VM initiatives in the total installation maintenance environment. □

(Editor's note: See CASCOM Home Page @<http://www.cascom.army.mil/vm> for other VM initiatives.)



RODS ON THE WEB!

Dateline Rock Island Arsenal



To assist customers in submitting Reports of Discrepancy (ROD) SF 364 for TACOM-ACALA (B-14) managed items, there are four ways to submit completed RODs for action:

1. The SF 364 can be found on ACALA's Soldier Support Network (SSN) World Wide Web site at: <http://www-ssn.ria.army.mil/ssn/larsn.html>.

(If you need a password, see the article **QDRs on the SSN** on page 15) The form can be filled out online and immediately submitted to ACALA. Ensure that an email address is provided if acknowledgement of receipt is desired.

Or:

2. RODs can be transmitted by E-mail to: rods@ria-emh2.army.mil.

Or:

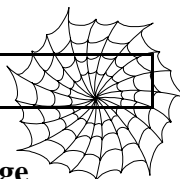
3. RODs can be FAXed to: DSN 793-2640/7282 COMM (309) 793-XXXX.

Or:

4. Hard copy of RODs can be mail to:
TACOM-ACALA
ATTN: AMSTA-AC-MCIDC
Rock Island, IL 61299

It doesn't matter which method is selected to submit the RODs. Primary importance is to ensure that all required information is filled in on the ROD form prior to submission. General questions or comments concerning RODs should be referred to The Chief for RODs, Mr. Joel Suhr, E-mail: jsuhr@ria-emh2.army.mil, or call DSN 793-4271 or (309)-782-4271.

WORLD WIDE WEB SITES!



New HQ AMC WWW Home Page

The Director of Information Management at HQ AMC announces the new World Wide Web

Home Page for HQ AMC. The new Home Page uses Lotus Domino server software and will be administered and developed further by the new HQ AMC WEB team comprised of Tim Wade, Pat Brennan and Michelle Sanchez-Jones. The new Home Page can be found at: <http://amc.citi.net>. Inquiries should be made to the webmaster@hqamc.army.mil.

AMC Industrial Operations Command ILTS Directorate

Within the IOC Home Page, general information such as: Mission & Capabilities, Business Opportunities, Subordinate Installations and Activities, and HQ, IOC Directorates can be found. The Executive Director of Industrial Operations (EDIO) includes the Integrated Logistics and Technical Support (ILTS) Directorate. Its Home Page includes the mission and functions of ILTS Teams and Flexible Computer Integrated Manufacturing (FCIM) capabilities.



Procedures to access the ILTS Home Page are as follows:

a. From the IOC Home Page: <http://www-ioc.army.mil>, under "IOC General Information", select "HQIOC Directorates".

b. From there, select "Executive Director of Industrial Operations (EDIO)", with the final selection of the "ILTS" icon.

Army Financial Management Home Page

This Home Page, sponsored by ASA(FM&C) is at: <http://www.asafm.army.mil>. Among many items found at this site, under menu item "DFAS Systems", DFAS Reg 37-100-97 can be downloaded. The regulation provides a "plain English" definition for each Army Management Structure Code (AMSCO).

ISM CONTINGENCY CONCEPT

Dateline CASCOT, Ft. Lee.

This document describes ISM operations during war and during stability and support operations (SASO). The concept was in a hold pattern until CASCOT received USAREUR concurrence, which came in March 1997. The plan was approved for release by the Chief of Ordnance to TRADOC on 24 April 1997. CG CASCOT was provided an update 24 April 1997. Currently, the concept is in its final staffing within HQ TRADOC (Deputy Chiefs of Staff (DCS) for



Training, Doctrine, and Combat Developments). Concept will be sent to CG TRADOC for approval as a TRADOC Pam 525-XX in July. Once published, the concept will be incorporated into Army doctrine. □

☞ *Coming in Next Edition.....*

✓ Lead articles for next edition of *Nuts & Bolts* include: ISM/SSF Corporate Boards; PP&Cs; ISM Fielding; Updates from the field (NSMM, RSMM) and MACOMs; and begins Volume 2.

✓ Plus **your** ✍ **articles** - This is **your** publication. Use it to share your ideas and good news with others in the ISM/SSF programs. Articles may be submitted at any time.

☞ To have your items included in the next issue of "*Nuts & Bolts*", please submit them to Bruce Koedding via ☐ E-mail address: bkoedding@hqamc.army.mil or via ☐ snail-mail to: HQ AMC; ATTN: AMCLG-MI; 5001 Eisenhower Ave; Alexandria, VA 22333-0001.

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